

## STRATEGIC PLAN - OCTOBER 8, 2013

### *Key Performance Measure Modification Requests by Strategic Managers*

KPI	Indicator	Measure	Department(s)	Manager	Justification	Other Request
2	Thematically pleasing streetscape design	Streetscape Design Guidelines for all major and principal arterials	Public Works	Judy Emerson	Streetscape design has historically been the purview of the Public Works Department. A citywide tree plan has been created per KPI#165 by Public Works. Staff with the technical expertise and experience with street trees would be the driving force behind a streetscape design, although a team approach could be appropriate. I would recommend that KPIs 165, 176 and 002 be combined.	Design and other drawings/standards/planning needs to be re-assigned to Community Development
3	Attractive Well maintained open space	Streetscape Design Guidelines for all major and principal arterials	Public Works	Judy Emerson	This KPI has to do with the appearance and maintenance open space. The overall city vision for open space was prepared and is found in the Community Resources Element in the City's 2010 General Plan. This was developed with input from other City Departments and includes Goals, Policies and Objectives for expanding and maintaining open space in the City. Therefore, the macro level planning for open space has taken place.	
4	Visually pleasing community	Visually pleasing community	Community Development	Gregg Lodan		This KPI has been tied to the Zoning Code Update, therefore should be combined with KPI #6
5	Residential neighborhoods reflect the "cared for" look and feel of the community	Residential neighborhoods maintained in a safe, attractive manner	Community Development	Gregg Lodan	The planning for the maintenance, update and future projects within individual properties is best handled through the Public Works and Community Services Departments. The balance of KPI3 should remain with Public Works and Community Services.	This KPI has been tied to the Zoning Code Update, therefore should be combined with KPI #6

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6	Adopted General Plan	Land Use and Housing elements implementation	Community Development	Gregg Lodan	N/A - see other request.	This KPI relates to the update of the General Plan. This was completed in 2010. We are currently in the process of updating the Housing Element as required by state law. This should be completed in the Fall of 2013. With a certified Housing Element and the current General Plan, the documents should not require revision or update prior to 2021. The next steps towards implementing the General Plan is to update the Zoning Code which has only had incremental updates since it was adopted in the 1950's. This KPI is the lead KPI related to the Zoning Code Update. Other related KPI's (4,5 and 175) should be tied to KPI #6.
34	Public cultural and instructional opportunities	Awareness and attendance at the Cultural Arts Center	Community Services / Cultural Services and General Services / Cultural Arts	Eve Rappoport	Targets #1 and #2 of this KPI rely on annual accounting of the following: number of cultural events held, attendance at those events, percentage of classrooms booked, number of visitors to the website and number of views to the event calendar. These are operational goals and not strategic.	If the City wants to keep this KPI and have me continue to update the chart annually, I request that Target #3 be deleted: 100% of City programs will have a presence on at least 2 modes of electronic mode by July 2010 with annual survey of attendance to determine effectiveness of modes. All City cultural programs are, at least, on the Cultural Services Division's web page and the City event calendar, and usually also on a Facebook site. This target doesn't seem relevant anymore.
41	Coordinated communitywide outreach program - Consortium	Inception of active consortium fostering mutual planning/promotion of youth services and programs	Community Services	Hillary Theyer	Merge with 42 – Youth Consortium Make first Youth Consortium meeting a training on how to submit events for the events calendar. Then cease counting on 41.	None

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53	Well functioning infrastructure systems	Systematic Planning of Long Term Maintenance, replacement, rehabilitation and development of City's infrastructure.	General Services and Public Works	Diane Megerdichian	See KPI 67 below for requested revisions. It is redundant, can be done under one KPI.	Remove building updates (General Services) from this KPI (infrastructure) and provide the same information on KPI 67 (current inventory of City Buildings and equipment).
59	Responsibly managed investment portfolio	Portfolio in compliance with City Council adopted Investment Policy, with adequate liquidity	Finance	Scott McDonough – only Economic Anomaly	KPI does not require long range planning and target is reported on an annual basis.	Note: Finance only has one target on KPI #59: Work toward Economic Anomaly Reserve of 10% of General Fund and General Fund Supported We are requesting target, “Work toward Economic Anomaly Reserve of 10% of General Fund and General Fund Supported”, in KPI 59 be merged with KPI 116. Both of these KPI's address reserves.
61	Reliable and competitive municipal revenue structure	Monitor and review major City revenues	Finance	Scott McDonough	KPI does not require long range planning and targets are reported .	We would like to delete KPI #61. The benefit of this annual analysis does not justify the cost to compile all of the data.
67	Current Inventory of City Buildings and equipment.	Inspection of City Physical Assets and equipment including value and condition.	General Services	Diane Megerdichian	The information provided KPI 53 can be accomplished under this KPI.	See KPI 53 for requested change. Add in the narrative I currently do under KPI 53-Infrastructure to this KPI. Delete Annual HVAC (Target 1) and facility inspections (Target 2) as they are operational and results are reflected in the capital projects submitted for funding (Target 3). Expand the narrative (updates) to include a list of the projects that were submitted during the budget cycle and whether or not they were approved.

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70	Easily accessible, understandable fiscal information flow	Participation in and communication of fiscal health of City	Finance	Scott McDonough	KPI does not require long range planning and targets are reported on an annual basis.	Delete target "Communication: User satisfaction with Web access". We will continue to advertise Finance's web page in the Seasons and monitor hits on a regular basis. However, we would like to delete the target "Communication: User satisfaction with Web access". Survey traffic has been almost non-existent and we see little benefit in continuing to monitor it.
73	Financial and Operational Accountability	Audit and Review of financial health and operational efficiency	Finance	Scott McDonough	KPI does not require long range planning and targets are reported on an annual basis.	We would like to delete target "External Financial Audits of City (# of material exceptions found): State – Gas Tax. There has been no notice of a gas tax audit by the State and there are no audits in progress or scheduled.
79	Quality Customer Service	Customer Satisfaction	Transit, General Services - Fleet	Art Estrada, Jasun Botiller	Development and use of Customer Service Surveys are primarily for the purpose of internal operational improvement, and not for purposes driven to plan for long-range direction and improvement of the organization.	Combinable with KPI 081, KPI 082 and KPI 114
81	Shop Productivity	Productive versus non-productive time for Fleet and Transit Technicians	General Services - Fleet	Jasun Botiller	Tracking Technician productivity is primarily a measurement tool for internal performance, and not for purposes driven to plan for long-range direction and improvement of the organization.	Combinable with KPI 079, KPI 082 and KPI 114
82	Timeliness of Preventive Maintenance (PM) for Fleet and Transit Vehicles and Equipment	Track PM due dates versus completed dates through use of Fleet Management Software Program (FleetFocus)	General Services - Fleet	Jasun Botiller	Tracking timely Preventive Maintenance is primarily a measurement tool for internal operations, and not for purposes driven to plan for long-range direction and improvement of the organization.	Combinable with KPI 079, KPI 081 and KPI 114
94	Water industry standards	Water industry standards that reflect recognized accepted levels in the reliable delivery of potable water supplies	Public Works	Van der linden John	This KPI has been achieved.	Discontinue tracking

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94	Water industry standards	Water industry standards that reflect recognized accepted levels in the reliable delivery of potable water supplies	Public Works	Van der linden John	This KPI has been achieved and water operation will track annually.	None
95	Reliable water distribution mainline valves	Number of water distribution mainline valves operated and exercised	Public Works	Van der linden John	Change to operational.	Discontinue tracking
95	Reliable water distribution mainline valves	Number of water distribution mainline valves operated and exercised	Public Works	Van der linden John	(Change to operational) The valve program is an operational measure as we are required by the California Department of Public Health to operate all water valves' in a 3 year period. We will track internally on an annual basis.	None
114	Reduce risk in City-owned vehicle fleet	Accidents caused by mechanical failure of City-owned vehicles	Risk Management, General Services/ Fleet	Randy Sellers, Jasun Botiller	Tracking accidents caused by mechanical failure is primarily a measurement tool for internal performance, and not for purposes driven to plan for long-range direction and improvement of the organization.	Combinable with KPI 079, KPI 081 and KPI 082
163	Increased park land and public open space	1. Inventory of City-owned properties with identified opportunities for improvement 2. Comprehensive plan of potential areas for park land and public open space	Public Works	Judy Emerson		Design and other drawings/ standards/planning needs to be re-assigned to Community Development/Park Services
175	Adequate community parking	Assessment of, and plan for, parking code to match community needs	Community Development	Gregg Lodan	N/A - see other request.	The review of parking standards is tied to the Zoning Code Update. Therefore this KPI should be combined with KPI #6.